



TEXAS A&M UNIVERSITY
SAN ANTONIO

MGMT 5342.600, **Negotiation/Conflict Resolution**, FALL 2026,

Department of Management and Marketing, College of Business

Course Syllabus

Class Modality:	Online - synchronous
Class Meeting Time and Place:	ONLINE - SYNCHRONOUS
Class Duration:	08/24 - 12/11/2026 (16 weeks)
Instructor:	Dr. Jimmie Flores Cell: 210-446-9350 Text/Calls are welcome. E-Mail: jflores5@tamusa.edu Student emails will receive a reply within two business days.
Course Website:	https://tamusa.blackboard.com/
Office Hours:	Text/Cell 210-446-9350

Course Description

The purpose of this course is to understand the theory and processes of dispute resolution. Negotiation is the art and science of securing agreements between two or more parties who are interdependent and who are seeking to maximize their own outcomes. The central issues of this course deal with understanding the behavior of individuals, groups and organizations in the context of competitive and cooperative situations. This course allows students to gain and develop negotiation skills through experimental learning and provides extensive feedback to improve participant's ability to discover optimal solutions to problems.

Negotiation is the art and science of securing agreements between two or more parties who are interdependent and who are seeking to maximize their outcomes. The central issues of this course deal with understanding the behavior of individuals, groups, and organizations in the context of competitive situations.

Course Objectives

The purpose of this course is to understand the theory and processes of negotiation and dispute resolution as applied to a variety of settings. The course is designed to be relevant to the broad spectrum of negotiation problems that are faced by managers and professionals. Thus, the content is relevant to those interested in a variety of topics, including marketing, real estate, consulting, entrepreneurship, or mergers and acquisitions. In addition, the course will emphasize negotiations and conflict that occur in the daily life of the manager, as well as organizational level negotiations (e.g., contract or labor negotiations).

This course is designed to complement the technical and diagnostic skills learned in other courses in your MBA. A basic premise of this course is that while a manager needs analytical skills to discover optimal solutions to problems, a broad array of conflict handling and negotiation skills is needed to get these solutions accepted and implemented. This course will allow participants the opportunity to develop these skills experientially and to understand negotiation in useful analytical frameworks. Considerable emphasis will be placed on simulations, role playing, and cases. The following is a partial list of course objectives:

- To think about and understand the nature of conflict, disputes, and negotiation. This objective is paramount because many of the important phenomena in negotiation, for example, interests, goals, and cooperation, are ambiguous and often do not have "right" answers. We cannot teach a set of formulae that will always maximize your profit. But we can teach you a useful framework through which you can analyze whatever negotiating situations you encounter and learn how to make intelligent choices regarding negotiation strategy.
- To gain a broad intellectual understanding of the central concepts in negotiation. These concepts will be building blocks from which we can systematically understand and evaluate a negotiation process.
- To develop confidence in the negotiation process as an effective means for resolving conflict in organizations.
- To improve your ability to analyze the behavior and motives of individuals, groups, and organizations in settings that have both competitive and cooperative elements.
- To provide experience in the negotiation process, including learning to evaluate the costs and benefits of alternative actions and how to manage the negotiating process.

Required Materials (included with your ebook fee)

- Lewicki, Barry & Saunders NEGOTIATION 9th edition
- Blackboard <https://tamusa.blackboard.com/>

Grading Policy: The final course grade will be based on your performance on the quizzes, exams, assignments, and team project using the following weights:

Discussion 8*30	240 Points
Assignment 6*60	360 Points
Quiz 14*10	140 Points
Mid-term exam 1*100	100 Points
Final Assignment 1*160	160 Points
Total	1000

The final letter grades will be assigned as follows: Above 90% $\Rightarrow$ A; 80 – 89% $\Rightarrow$ B; 70 – 79% $\Rightarrow$ C; 60 – 69% $\Rightarrow$ D; Below 60% $\Rightarrow$ F.

Discussion Questions

- Post a minimum of three posts per discussion topic - one initial response and two replies to your classmates.
- Post on a minimum of three different days. For example, Monday, Thursday, and Friday.
- Provide an initial post that responds to the discussion topic question(s) by Wednesday at 11:59 p.m. ET.

.

• **Examinations**

- There will be a mandatory mid-term exam and a mandatory final exam (as per university schedule). Being absent / non-submission of an exam will result in a grade of zero for that exam and may result in a fail grade in the course. The exams will consist of conceptual multiple-choice questions, problem solving questions, and/or short essay questions. The exam materials will come from lecture notes, the text, and class discussions. Questions will emphasize understanding and applications of concepts and topics covered in class.

Make up and Late Assignment/exam/quiz policy: As a general rule, make-ups or late submissions will NOT be offered or accepted for any missed assignments/exams/quizzes. Late submissions or make-ups may be accepted/administered only in extra-ordinary circumstances such as an excused official university activity, a severe illness, or a dire emergency. However, you must provide comprehensive documentation either before or within a few days of the missed assignment/quiz/exam.

Class conduct and civility code: Everyone in class is expected to follow all rules in the student handbook, as well as common courtesy during classroom lectures and discussions in class and online, including the following:

1. Attendance may be taken by an appropriate method by the instructor.
2. It is the students' responsibility to obtain and be able to use the required materials and software for this class.
3. Student must retain copies of all assignments and graded work for verification purposes and provide it to the instructor, if necessary. Keep own copies of all computer files and emails till final grade is received.
4. Talking while the instructor is lecturing is extremely disruptive and discourteous to the instructor and other students.
5. Using computers or phones (except for a valid urgent need) during class for a purpose not related to class is disruptive. All cell phones and gadgets should be turned off.
6. For any questions about the exams and assignments, a student should contact the instructor, before the day they are due, so the instructor may have enough time to provide feedback.
7. All communications will be via e-mail communications to the Texas A&M University e-mail account, and students are expected to use their school provided email account. The instructor will reply to a student e-mail messages and voice messages within 2 business days (Monday-Friday).
8. All assignment submissions must be uploaded as instructed by the due date and time. Submission window may close or marked late, even if late by one second.

Anyone violating these policies may be subject to disciplinary actions.

Class Attendance and Participation: A vital part of every student's education is regular attendance of class meetings (for face-to-face/hybrid classes/online synchronous classes) or regular review of class materials posted by the instructor for asynchronous classes. Any absences tend to lower the quality of a student's work, and frequent or persistent absences may result in a failing grade. Students are responsible for the materials covered in class. The course covers a lot of material and most students find at least some parts of it difficult. Class participation is highly encouraged as it makes the class more interesting and enhances the learning experience. Students are strongly encouraged to ask questions, participate in class discussions and problem solving, and visit/contact the instructor during office hours in case of questions or concerns. Good attendance and participation will be rewarded when final grades are assigned.

The course is intensive and challenging, and you are expected to master the materials presented in class. The structure of the class makes your individual study and preparation outside of class extremely important and may vary considerably based on student background. However, a **minimum** of two hours of work outside the class is expected for every one-hour of class period per week. Reading the assigned chapter(s) and having some familiarity with them before class will be very useful for understanding lectures.

Fall 2026 Class Schedule

Week	Date	Readings	Activity
Week 1	24-Aug to 30-Aug	• Chapter 1: The Nature of Negotiation • Chapter 2: Strategy and Tactics of Distributive Bargaining	Introduction Forum (Non- graded) Week 1 Discussion Week 1 Quiz
Week 2	31-Aug to 6-Sep	• Chapter 3: Strategy and Tactics of Integrative Negotiation • Chapter 4: Negotiation: Strategy and Planning	Week 2 Assignment Week 2 Quiz
Week 3	7-Sep to 13-Sep	• Chapter 5: Ethics in Negotiation • Chapter 6: Perception, Cognition, and Emotion	Week 3 Discussion Week 3 Quiz
Week 4	14-Sep to 20-Sep	• Chapter 7: Communication. • Chapter 8: Finding and Using Negotiation Power	Week 4 Assignment Week 4 Quiz
Week 5	21-Sep to 27-Sep	• Chapter 9: Influence • Chapter 10: Relationships in Negotiation	Week 5 Discussion Week 5 Quiz
Week 6	28-Sep to 4-Oct	• Chapter 11: Agents, Constituencies, and Audiences • Chapter 12: Coalitions	Week 6 Assignment Week 6 Quiz
Week 7	5-Oct to 11-Oct	• Chapter 13: Multiple Parties and Groups in Negotiations	Week 7 Discussion Week 7 Quiz
Week 8	12-Oct to 18-Oct	Mid – Term Exam (Ch1 to 13)	
Week 9	19-Oct to 25-Oct	• Chapter 14: Individual Differences I: Gender and Negotiation	Week 9 Discussion Week 9 Quiz
Week 10	26-Oct to 1-Nov	• Chapter 15: Individual Differences II: Personality and Abilities	Week 10 Assignment Week 10 Quiz

Week 11	2-Nov to 8-Nov	Chapter 16: International and Cross-Cultural Negotiation	Week 11 Discussion Week 11 Quiz
Week 12	9-Nov to 15-Nov	Chapter 17: Managing Negotiation Impasses	Week 12 Assignment Week 12 Quiz
Week 13	16-Nov to 22-Nov	Chapter 18: Managing Difficult Negotiations	Week 13 Discussion Week 13 Quiz
Week 14	23-Nov to 29-Nov	Chapter 19: Third-Party Approaches to Managing Difficult Negotiations	Week 14 Assignment Week 14 Quiz
Week 15	30 Nov to 6 Dec	Chapter 20: Best Practices in Negotiations	Week 15 Discussion Week 15 Quiz
Week 16	7-Dec to 11-Dec	Final Exam	

PLEASE NOTE:

MGMT 5342 assumes that all work submitted by students will be generated by the students themselves, working individually or in groups. Students should not have another person/entity do the writing of any portion of an assignment for them, which includes hiring a person or a company to write assignments and/or using artificial intelligence (AI) tools like ChatGPT. Use of any AI-generated content in this course qualifies as academic dishonesty and violates Texas A&M-San Antonio's standards of academic integrity.

AACSB Assessment:

The College of Business received AACSB accreditation in Spring 2023. As part of that ongoing process, students will be assessed on program level outcomes based on course outcomes from various courses. The materials from this course may be used for assessing such program level

outcomes, and hence students must follow the necessary rigor to ensure mastery and retention of the above course outcomes.

NOTE: Please utilize the services offered by the Jaguar Writing Center (details below). They will be especially helpful with the written communication requirements for this course. Have a good draft ready **well in advance of due dates for paper submission** so that you can make revisions on suggestions by the Writing Center staff prior to uploading in BlackBoard.

IMPORTANT POLICIES AND RESOURCES

Academic Accommodations for Individuals with Disabilities: Texas A&M University-San Antonio is committed to providing all students with reasonable access to learning opportunities and accommodations in accordance with The Americans with Disabilities Act, as amended, and Section 504 of the Rehabilitation Act. If you experience barriers to your education due to a disability or think you may have a disability, Disability Support Services is located in the Central Academic Building, Suite 210. You can also contact us via phone at (210) 784-1335, visit us <https://www.tamusa.edu/DisabilitySupport-Services/index.html> or email us at dss@tamusa.edu. Disabilities may include, but are not limited to, attentional, learning, mental health, sensory, physical, or chronic health conditions. All students are encouraged to discuss their disability-related needs with Disability Support Services as soon as possible.

Academic Learning Center: The Academic Learning Center provides free course-based tutoring to all currently enrolled students at Texas A&M University-San Antonio. Students wishing to work with a tutor can make appointments through the Brainfuse online tutoring platform. Brainfuse can be accessed in the Tools section of Blackboard. You can contact the Academic Learning Center by emailing tutoring@tamusa.edu, calling (210) 784-1307, or visiting the Central Academic Building, room 202.

Counseling/Mental Health Resources: As a college student, there may be times when personal stressors interfere with your academic performance and negatively impact your daily functioning. If you are experiencing emotional difficulties or mental health concerns, support is available to you through the Student Counseling Center (SCC). To schedule an appointment, call 210-784-1331 or visit Madla 120. All mental health services provided by the SCC are free and confidential (as the law allows). The Student Counseling Center provides brief individual and group therapy, crisis intervention, consultation, case management, and prevention services. For more information on SCC services visit <http://tamusa.edu/studentcounseling> Crisis support is available 24/7 by calling the SCC at 210-784-1331. Additionally, the TELUS Student Support App provides a variety of mental health resources to including support for in the moment distress, an anonymous peer-to-peer support network, mental health screenings, podcasts, and articles to improve your mental wellbeing. Emergency Preparedness: JagE Alert is Texas A&M University-San Antonio's mass notification. In the event of an emergency, such as inclement weather, students, staff and faculty, who are registered, will have the option to receive a text

message, email with instructions and updates. To register or update your information visit: <https://tamusa.bbcportal.com> More information about Emergency Operations Plan and the Emergency Action Plan can be found here: <https://www.tamusa.edu/about-us/emergency-management/> Download the SafeZone App (<https://safezoneapp.com/>) for emergencies or call (210) 784-1911. NonEmergency (210) 784-1900.

Financial Aid and Verification of Attendance: According to the following federal regulation, 34 CFR 668.21: U.S. Department of Education (DoE) Title IV regulation, a student can only receive Title IV funds based on Title IV eligibility criteria which include class attendance. If Title IV funds are disbursed to ineligible students (including students who fail to begin attendance), the institution must return these funds to the U.S. DoE within 30 days of becoming aware that the student will not or has not begun attendance. Faculty will provide the Office of Financial Aid with an electronic notification if a student has not attended by the published Census Date (the first week of class). Any student receiving federal financial aid who does not attend prior to the published Census Date (the first week of class) will have their aid terminated and returned to the DoE. Please note that any student who stops attending at any time during the semester may also need to return a portion of their federal aid.

Writing, Language, and Digital Composing Center: The Writing, Language, and Digital Composing Center supports graduate and undergraduate students in all three colleges as well as faculty and staff. Tutors work with students to develop reading skills, prepare oral presentations, and plan, draft, and revise their written assignments. Our language tutors support students enrolled in Spanish courses and students composing in Spanish for any assignment. Our digital studio tutors support students working on digital projects such as eportfolios, class presentations, or other digital multimedia projects. Students can schedule appointments through JagWire under the Student Services tab. Click on "Writing, Language, and Digital Composing Center" to make your appointment. The Center offers face-to-face, synchronous online, and asynchronous digital appointments. More information about what services we offer, how to make an appointment, and how to access your appointment can be found on our website at <https://www.tamusa.edu/academics>. Meeting Basic Needs: Any student who has difficulty affording groceries or accessing sufficient food to eat every day or who lacks a safe and stable place to live, and believes this may affect their performance in the course, is urged to submit a CARE referral (<https://www.tamusa.edu/university-policies/StudentRights-and-Responsibilities/file-a-report.html>) for support. Furthermore, please notify the professor if you are comfortable in doing so. This will enable them to direct you to available resources.

Office Hours: All faculty with teaching assignments should include regularly scheduled office hours on each syllabus in addition to "by appointment." Please review your appointment letter for the number of weekly office hours you are expected to set. Regularly scheduled office hours should also be posted outside your office door (where applicable). Military Affairs: Veterans and active-duty military personnel are welcomed and encouraged to visit the Office of Military Affairs for any question involving federal or state VA Education Benefits. Visit the

Patriots' Casa building, room 202, or to contact the Office of Military Affairs with any questions at military.va@tamusa.edu or (210)784-1397.

Religious Observances: Texas A&M University-San Antonio recognizes the diversity of faiths represented among the campus community and protects the rights of students, faculty, and staff to observe religious holidays according to their tradition. Under the policy, students are provided with an opportunity to make up any examination, study, or course work requirements that may be missed due to a religious observance provided they notify their instructors before the end of the second week of classes for regular session classes.

The Six-Drop Rule: Students are subject to the requirements of Senate Bill (SB) 1231 passed by the Texas Legislature in 2007. SB 1231 limits students to a maximum of six (6) non-punitive course drops (i.e., courses a student chooses to drop) during their undergraduate careers. A non-punitive drop does not affect the student's GPA. However, course drops that exceed the maximum allowed by SB 1231 will be treated as "F" grades and will impact the student's GPA.

Statement of Harassment and Discrimination: Texas A&M University-San Antonio is committed to the fundamental principles of academic freedom, equal opportunity, and human dignity. To fulfill its multiple missions as an institution of higher learning, A&M-San Antonio encourages a climate that values and nurtures collegiality and the uniqueness of the individual on our campus and within our state, nation, and world. All decisions and actions involving students and employees are to be based on applicable law and individual merit. Texas A&M University-San Antonio, in accordance with applicable federal and state law, prohibits discrimination, including harassment, on the basis of race, color, sex, religion, national origin, age, disability, genetic information, veteran status, sexual orientation, or pregnancy/parenting status. Individuals who believe they have experienced harassment or discrimination prohibited by this statement are encouraged to contact the University's Civil Rights Officer at 210-784-2061 or titleix@tamusa.edu.

Texas A&M University-San Antonio faculty are committed to providing a safe learning environment for all students and for the university as a whole. If you have experienced any form of sex- or gender-based discrimination or harassment, including sexual assault, sexual harassment, domestic or dating violence, or stalking based on sex, know that help and support are available. A&M-San Antonio's Title IX Coordinator can support those impacted by such conduct in navigating campus life, accessing health and counseling services, providing academic and housing accommodations, and more. The university strongly encourages all students to report any such incidents to the Title IX Coordinator. Please be aware that all A&M-San Antonio employees (other than those designated as confidential resources such as counselors and trained victim advocates) are required to report information about such discrimination and harassment to the university. This means that if you tell a faculty member about a situation of sexual harassment, sexual violence, or other related sex-based misconduct, the faculty member must share that information with the university's Title IX Coordinator (titleix@tamusa.edu,

210-784-2061, CAB 439K). If you wish to speak to a confidential employee who does not have this reporting requirement, you can contact the Student Counseling Center at (210) 784-1331 or visit them in Madla 120.

Pregnant/Parenting Students: Texas A&M-San Antonio does not require a pregnant or parenting student, solely because of that status or issues related to that status, to (1) take a leave of absence or withdraw from their degree or certificate program; (2) limit the student's studies; (3) participate in an alternative program; (4) change the student's major, degree, or certificate program; or (5) refrain from joining or cease participating in any course, activity, or program at the University. The university will provide such reasonable modifications to pregnant students as would be provided to a student with temporary medical condition that are related to the health and safety of the student and the student's unborn child. These could include maintaining a safe distance from substances, areas, and activities known to be hazardous to pregnant individuals and their unborn child; excused absences because of illness or medical appointments; modified due dates for assignments; rescheduled tests/exams; taking a leave of absence; and being provided access to instructional materials and video recordings of lectures for excused absences, if these would be provided to any other student with an excused absence. Pregnant/parenting students are encouraged to contact the Title IX Coordinator with any questions or concerns related to their status (titleix@tamusa.edu; 210-784-2061; CAB 439K). Texas A&M-San Antonio has also designated the Title IX Coordinator as the liaison officer for current or incoming students who are the parent or guardian of a child younger than 18 years of age. The Title IX Coordinator can provide students with information regarding support services and other resources.

Young Jaguars: can support parenting students with daycare who meet this criteria: Must be enrolled in classes at TAMUSA in the current semester. Must be Pell eligible or a single parent. They serve children ages 3 to 12-years-old. Children must be enrolled in Pre-K-3 through 6th grade. youngjaguars@tamusa.edu (210) 784-2636

Students' Rights and Responsibilities: The following statement of students' rights and responsibilities is intended to reflect the philosophical base upon which University Student Rules are built. This philosophy acknowledges the existence of both rights and responsibilities, which is inherent to an individual not only as a student at Texas A&M University-San Antonio but also as a citizen of this country.

Students' Rights

A student shall have the right to participate in a free exchange of ideas, and there shall be no University rule or administrative rule that in any way abridges the rights of freedom of speech, expression, petition and peaceful assembly as set forth in the U.S. Constitution.

Each student shall have the right to participate in all areas and activities of the University, free from any form of discrimination, including harassment, on the basis of race, color, national or ethnic origin, religion, sex, disability, age, sexual orientation, gender identity, gender expression, and pregnancy/parenting or veteran status in accordance with applicable federal and state laws.

A student has the right to personal privacy except as otherwise provided by law, and this will be observed by students and University authorities alike. Each student subject to disciplinary action arising from violations of university students' rules shall be assured a fundamentally fair process.

Students' Responsibilities

A student has the responsibility to respect the rights and property of others, including other students, the faculty, and administration. A student has the responsibility to be fully acquainted with the published University Student Rules found in the Student Handbook, Student Code of Conduct, on our website, and University Catalog, and to comply with them, as well as with federal, state, and local laws. A student has the responsibility to recognize that student actions reflect upon the individuals involved and upon the entire University community. A student has the responsibility to recognize the University's obligation to provide a safe environment for learning. A student has the responsibility to check their university email for any updates or official university notifications. We expect that students will behave in a manner that is dignified, respectful, and courteous to all people, regardless of sex, ethnic/racial origin, religious background, sexual orientation, or disability. Conduct that infringes on the rights of another individual will not be tolerated.

Students are expected to exhibit a high level of honesty and integrity in their pursuit of higher education. Students engaging in an act that violates the standards of academic integrity will find themselves facing academic and/or disciplinary sanctions. Academic misconduct is any act, or attempt, which gives an unfair advantage to the student. Additionally, any behavior specifically prohibited by a faculty member in the course syllabus or class discussion may be considered as academic misconduct. For more information on academic misconduct policies and procedures please review the Student Code of Conduct (<https://www.tamusa.edu/university-policies/student-rights-and-responsibilities/documents/Student-Handbook-2022-23.pdf>) or visit the resources available in the OSRR website (<https://www.tamusa.edu/university-policies/student-rights-and-responsibilities/academicintegrity.html>).

